



OBSCOLESCENCE AND RELATED FACTORS

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ABSTRACT

Growing older is often associated with lagging behind and older workers are easily seen as obsolete. Obsolescence, however, involves a diffuse concept which has been described and assessed in different ways impeding a proper orientation on the meaning of obsolescence. In this contribution we will try to gain a better insight into the diffuse concept of obsolescence and also in related aspects, especially causes and effects of obsolescence. Generally speaking it is important to gain a better insight into the phenomenon of obsolescence, its determinants and effects at individual level. The aim of this contribution is an identification of the possibilities to carry our further empirical research into obsolescence among workers and associated factors.

KEYWORDS : Obsolesce, Changing Environment, Skills, Jobs, systems.

INTRODUCTION:

Today, every organization is competing with one another to survive in this world of recession, breakdown in financial systems. To be a history or to be in the race depends upon the organizations ability to change, adapt to the demand made upon it. Change is a dynamic force within the organization's vision, mission and strategy. To meet the challenges, manager's role is imperative. They were the key person in implementing the change, and initiating the change. So the managers are in constant pressure to perform their roles and responsibilities effectively. The greatest demand upon these people are adapting continuously to the changing environment. The manager has to improve their skills, knowledge constantly so as to be likely in the organization. The failure leads to poor productivity, ineffectiveness, which questions the future ...i.e, leads to obsolescence.

Obsolescence occurs when there is a gap between the jobs needs and one's capabilities. Obsolescence has been a relentless quest to enhance the level of competence of the workforce to meet the increasing demands of highly competitive business environment. This needs an assessment of the competencies required and those possessed by the managers. Such as assessment would clearly bring out how updated the managers are and to what extent they are obsolete in terms of their ability to discharge the current as well as future responsibilities with in the organization.

Managerial obsolescence leads to the downfall of the individual nd also the organizations. So an attempt is made by the researcher to identify the extent and factors responsible for managerial obsolescence.

DEFINITION

"Cooper (1980)" defines obsolescence as the extent to which a Manager's knowledge and skills have failed to keep pace with the current and likely future requirements of his job.

"Mahler (1965) as "The failure of the once capable manager to achieve results that are currently expected of him. He identified two types of obsolescence: ability obsolescence-the manager's abilities and skills are no longer sufficient for him to keep up with the jobs; and attitudinal obsolescence-the managers fails to maintain flexibility in attitude and approach, and to changing problems and conditions.

MEANING OF OBSCOLESCENCE

Obsolescence means that the value is losing because of implementing the new ideas and techniques in the whole world wide. The world has changed, and the Obsolescence is a source of ideas erasing.

Obsolescence is the state of being which occurs when a person, object or services is no longer wanted even though it may skill. Skill be in said working order, obsolescence frequently occurs because of

replacement has become available, that is supervisor in one or more aspects.

CONCEPT OF OBSCOLESCENCE

Individuals will survive in their jobs only if they adapt continuously to meet the needs of the changing environment. One who fails to perceive the changes taking place around him/her and consequently adopts a reactive rather than the proactive approach is undoubtedly more likely to become obsolete.

Failure to adopt to change would mean that his/her productivity declines, with the obvious consequences on his /her future role and importance in the organization. Obsolescence occurs when there is a gap between the job needs and one's capabilities. Then the skills and the knowledge of manager are clearly inadequate to perform the job effectively.

"Knowledge has become the key economic resource and dominant, perhaps, even the only source of competitive advantage". "Leveraging organizational knowledge is not only important," adds drucker,"but may be the most important job management has." Extending this further, an organization's capacity to improve existing skills and learn new ones offers the most defensible competitive advantage of all (prahalad & Hamel 1190)

CAUSES AND CORRELATES OF OBSCOLESCENCE

The causes of professional obsolescence are many, and a number of interacting factors appear to be involved. According to burack and pati there are several variables to be considered in a study of technological change as a major cause of managerial obsolescence.

- (1) The individual himself, his ability and aptitude to learn on the basis of continuous education.
- (2) Companies, in their lack of ability to develop and implement a plan of action to reduce obsolescence phenomenon, and lack of facilitating the educational activities rather than just approve them.
- (3) Society, characterized by lack of awareness of the magnitude of the problem thus creating a cultural lag between man and his material environment.

Individual factors

Under the individual factors the reasons for obsolescence relate to the cognitive aspects which could range from the denial of obsolescence, lack of awareness of change, complacency, lack of confidence, and resistance to change. It can be like a continuum.

Organizational factors

Under the broad category of organizational factors we have the causative phenomena under three categories.

(1) Job related:

A mismatch between the person and the job, lack of autonomy or non-involvement in decision -making.

(2) Relationship oriented:

The impediments from the boss as he is non-supportive”

(3) Systems related:

The organizational policies and practices like ineffective performance appraisal system, lack of reward /recognition and inappropriate promotion policy.

SYMPTOMS OF OBSOLESCENCE

Obsolescence does not occur overnight. It takes time to set in and it would be worth while to identify some early signals/symptoms of obsolescence so that timely corrective action can be taken.

Several authors have pointed out that certain attitudes, behaviors, and motivational patterns are symptomatic of obsolescence and hence provide guidelines for detecting it.

CONSEQUENCES OF OBSOLESCENCE

According to Jones and Cooper there are a number of outcomes, all of which are not very optimistic for the persons or, indeed for the organizations. Some may become so incapable that they are demoted, retired or made redundant. Others may even cause so many problems that the whole departments or, indeed, the company may have to close as a result of incompetence. The problem of obsolescence has deep-rooted consequences, for not only can it affect the individual, but also his department and the organization.

PROFESSIONAL OBSOLESCENCE SCALE

The level of obsolescence can be determined by using professional obsolescence.

(1) Organizational climate

The extent to which organizational the climate encourages autonomy, innovativeness and rewards high performance.

(2) Organizational support

The extent to which the organizations provides support for enhancing education and career planning for its professionals.

(3) Attitude of superiors

The extent to which supervisor provides support for the growth and development to his subordinate

(4) On-the-job updating activities

The extent to which a professional perceives his on-the-job activities as relevant for keeping himself updated.

(5) Professional knowledge /skills

The extent to which a professional perceives his knowledge and skills relevant to his/her current job.

(6) Motivation to update

The extent to which professionals are motivated to keep themselves updated.

(7) Attitude towards learning

Positive/negative attitude of a professional towards learning.

(8) Self-initiated updating

The extent to which a professional takes initiatives to keep himself updated.

CONCLUSION:

Obsolescence is caused among the employees, managers and at levels of employees and executives. So it has to be assessed, identified at the earlier stage itself. Else it would create a far reaching consequences. So the organisations, HR managers have to take adequate steps to motivate the employees to keep updating of the new technologies and practices of their workplace to stay motivated and grow along with the organisation.

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